

GREENSBORO POLICE DEPARTMENT



“MOVING FORWARD”

THE STRATEGIC/MULTIYEAR PLAN FOR THE GREENSBORO POLICE DEPARTMENT

T. R. Bellamy
Chief of Police



Greensboro Police Department Strategic/Multiyear Plan

OUR MISSION

The Greensboro Police Department is committed to improving the quality of life in our community by providing the highest quality, professional police services. In partnering with citizens, city government and other stakeholders, we strive to protect life, enforce and uphold the law, preserve order and protect property.

To fulfill our mission we are committed to the following:

Crime Suppression

Promotion of Trust

Accountability to Community and Government

Working in Partner Relationships with Community and Government

As city stewards we will remain vigilant for more effective means to our goals, be flexible enough to change strategies when necessary and will ensure that evaluation of work practices is a standard part of our efforts. These efforts are designed to move us forward in our commitment to make Greensboro a safe place to live and work. Our own level of commitment to this strategic plan will be measured during annual assessments by the Department and City Staff.



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OUR CORE VALUES

As only one department within the City of Greensboro, we honor the common values of the larger organization. These core values — honesty, integrity, stewardship and respect — existed long before they were written on paper and were not selected as ways to change our organization. Instead, they attest to what we believe.

Honesty

Being truthful, ethical and principled

Being authentic

Taking a stand on important principles

Disclosing the entire truth

Integrity

Firm adherence to a standard of values

Saying what we mean and constantly doing what we say

Honor

Trustworthiness and incorruptibility

Stewardship

Protection and care for community resources for positive purposes

Accountability for the current and future use of community resources

Responsibility without possessiveness

Placing the needs of the whole before one's own ends

Respect

Treating people with dignity and an attitude of caring and understanding

Showing genuine consideration for others

Valuing each individual as an individual



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OUR VISION

Steadily and progressively we will move forward toward building a department with shared values, common goals, and clear expectations. Our professional commitment to one another will be matched only by our devotion to community safety.

Our vision will become reality when:

Expectations are communicated clearly and interpreted accurately.

Perceptions, both internal or external, are open to respectful challenge.

Employees pursue excellence of their own accord.

Planning becomes an imbedded function of everything we do.

We excel in both criminal investigations and crime reduction.

The community intuitively feels a high level of trust in the presence of a Greensboro Police Officer.

Professional partnerships are mutually beneficial.

"If we move in mass, be it ever so circuitously, we shall attain our object; but if we break into squads, everyone pursuing the path he thinks most direct, we become an easy conquest to those who can now barely hold us in check."

Thomas Jefferson (letter to William Duane, 1811)



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MAKING THE VISION A REALITY

In considering our mission, our values, and our vision, key themes were almost immediately identified as being critical elements for success.

In order to bring our vision to reality we must focus on:

- enhancing human capital
- exploiting technology
- tailoring police services to fit our community
- developing sustainable partnerships
- managing personnel and other resources effectively.

Each of these focus items are covered in the following pages with specific goals outlined for each. Some action items are singular in nature, requiring only a directive or order to bring it to fruition. Future revisions to this document should always include assessment of past successes or failures.



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Long –term Goals and Operational Objectives

Goal: Enhance Human Capital

- **Objective:** Improve promotional process for all ranks to ensure equality and fairness.
 - Utilize staff of the City’s Human Resources Department as an oversight element in the promotional process.
 - Evaluate promotion process, identifying and correcting problems as necessary.
 - Utilize a grouping system such as ranking or banding to govern the promotional appointment process.
 - Ensure consistency in the assessment process for all candidates for promotion.
 - Expand formal promotional testing to include all sworn ranks.



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➤ Objective: Improve quality and continuity of service throughout the agency.

- Review supervisory positions across the agency for the purpose of determining legitimacy of need for sworn law enforcement skills.
- Review non-supervisory positions across the agency for the purpose of determining legitimacy of needs for sworn law enforcement skills.

➤ Objective: Achieve and maintain full staffing levels in all direct police service delivery positions.

- Prioritize mission critical positions.
- Maintain consistent staffing across Bureaus through hiring, transfers, or temporary re-assignment.

In order to achieve this measure, the Division of Resource Management will provide a monthly review of vacant and staffed positions with relationships to their criticality.

- Establish and maintain a full-time recruitment team focused on attracting qualified applicants who reflect the make-up of the community.

➤ Objective: Mentor and develop staff.

- Conduct on-going advanced leadership training for all supervisory personnel.
- Promote mentoring and succession planning at all levels of the organization.
- Combine STEP and Career Development into one staff development program.



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- Objective: Maintain a consistent focus on ethics and accountability.
 - Prepare annual analysis of citizen complaints to identify conduct themes and address any identified deficiencies.
 - Prepare monthly “what would you do” ethical scenarios for employees to be shared in the monthly newsletter, to be followed by roll-call training.
 - Develop a strategy for ethics and accountability oversight, involving members from all supervisory ranks.
- Objective: Review and revise Professional Standards to ensure timely investigations of internal administrative matters.
 - Develop policy to take immediate action on internal or administrative matters once disposition is reached.
 - Develop standing Committee to review and recommend discipline.
- Objective: Formalize an exit interview process to track attrition by specific reason, gender, and ethnicity.
 - Revise directive to reflect city policy requiring exit interview. Include attrition statistics on annual report for 2009 and beyond.
- Objective: Evaluate the need for an increase in compensation for sworn Police Training Officer positions.



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- Objective: Develop a structured evaluation system for Lieutenants, Captains and Assistant Chiefs.
- Objective: Update and maintain all statements of Duties and Responsibilities.
- Objective: Collect data pertaining to the nature and cause of on-the-job injuries.
 - Develop strategies to reduce on the job injuries.
- Objective: Evaluate the current Grievance Process.



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Goal: Exploit Technology

- **Objective:** Evaluate and review the value of producing monthly reports and daily activity sheets, capitalizing on the information already available in RMS and CAD.
- **Objective:** Use RBI ballistics to identify/catalog weapons and munitions.
 - Test fire all applicable handguns seized as evidence, found property, or confiscated property for possible use in firearm-related crimes.
- **Objective:** Use digital cameras and recording devices to enhance public safety in identified areas.
 - The Information and Technology Division will inventory all existing digital and recording devices and conduct a needs assessment for future purchases.
 - Ensure available photographs (including those from County detention) are posted to Pistol.
 - Begin a search for devices that will capture photographs and fingerprints from a field setting to be transmitted wirelessly to Pistol.
- **Objective:** Continually evaluate protocols and classifications for all calls for service and all call types.
 - The Law Enforcement Users Group will Work with GM 911 to ensure accuracy of data recorded.
 - The Law Enforcement Users Group will explore options for removing Mental Commitment calls from Priority 1 dispatch.
- **Objective:** Complete and maintain 100% Conversion to wireless network for data transmission.



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- Objective: Utilize link analysis and crime forecasting software to enhance performance.
 - Provide in-service training on link analysis during 2009 or 2010



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- Review link analysis on major cases during regularly scheduled investigator meetings.
- Conduct periodic crime forecasting meetings with command staff.
- Objective: Utilize available software to determine future patrol staffing needs
 - Begin evaluation of global positioning/vehicle dispatch software.
- Objective: Utilize TeleStaff as a tool to fairly and equitably manage off-duty employment
 - Review off-duty employment policy and revise if necessary.
 - Training off-duty Coordinator on TeleStaff
 - Operate trial period for TeleStaff for off-duty work within two months after training off-duty Coordinator.
- Objective: Utilize technology to improve accessibility to criminal investigations for 2003 and prior years.



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Goal: Tailor Police Services to Meet the Needs of an Ever-changing Community

- **Objective:** Respond to 80% of Priority 1 Calls for Service within six (6) minutes.
 - Top priority calls require immediate police response. We will respond to those as quickly as possible but will not settle for less than an 80% success rate. Priority calls will be measured monthly, quarterly and annually.
- **Objective:** Respond to 80% of Priority 2 Calls for Service within ten (10) minutes.
 - While less critical than Priority 1 calls, prompt response on Priority 2 calls are essential for ensuring customer satisfaction and confidence. We will respond to those as quickly as possible but will not settle for less than an 80% success rate. Priority calls will be measured monthly, quarterly and annually.
- **Objective:** Reduce per capita Uniform Crime Report (UCR) Part 1 Offenses by 3% over the next three years.
 - Offenses will be evaluated annually to determine rate of reduction.
- **Objective:** Reduce per capita domestic violence by 3% over the next three years.
 - Offenses will be evaluated annually to determine rate of reduction.
- **Objective:** Enhance traffic safety and crash reduction through increased speed and DWI enforcement efforts.
 - Hours of enforcement, hours worked in school zones and use of mobile radar trailers will be evaluated quarterly and annually to determine effectiveness for improving traffic safety.
 - Ensure locations worked correspond with high traffic accident locations and complaint locations.



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- Objective: Deliver patrol services consistent with customer service demands, workload, annexations and population density.
 - Identify and evaluate call-load geographically and prioritize resource allocation as needed.
 - Identify and evaluate work-load geographically and prioritize resource allocation as needed.
 - By December 31, 2008 evaluate current patrol deployment and revise if necessary.



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- Objective: Overhire sworn positions by 5% to ensure workforce availability.
- Objective: Increase employment of minorities and women.
 - Review annual measurements of workforce compared to local, state and national population trends.



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Goal: Develop Sustainable Partnerships **Reflective of the Collective Interests of Those Involved**

Partnerships in problem solving often extend further than Departmental and City resources and include agencies and organizations beyond law enforcement but with similar human service missions and common goals.

Our presence and participation at meetings and community events are visible measures of our commitment to these partnerships.

While the number of Departmental partnerships is significant, we will focus on strengthening the following partnerships for this strategic planning period:

- Police Information Gatherings (PIG Meetings)
- Violent Crimes Task Force
- Violent Fugitive Task Force
- Financial Crimes Task Force
- Police Neighborhood Resource Center Program (Greensboro Housing Authority)
- School Resource Officer Program (Guilford County Schools)
- Joint Terrorism Task Force
- Safe Streets Task Force

The strength of our partnerships will be measured by the number of staff hours dedicated to each of these partnerships, compared to crime data, arrests and quality of life measures for that period:

- Objective: Command staff will meet at least quarterly with community and advisory groups.

- Objective: Command staff will be visible at and involved in community events



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- Objective: The department will participate in the City's "Government Works: A City Academy".
- Objective: Develop partnerships related to juvenile victims and juvenile offenders.
 - Juvenile Services will identify groups having the most impact on juvenile quality of life and ensure participation in each.
- Objective: Create, staff and equip a Planning Unit responsible for researching and assisting in the creation of policy development.
- Objective: The Planning Unit (when created) will develop an evaluation instrument to determine the effectiveness of partnerships with affected stakeholders.
- Objective: Formalize partnerships to improve the mental commitment process.
 - Resource Management will review temporary contractual agreements between stakeholders and develop an annual contract if warranted for providing law enforcement services.
 - Department Liaison will participate with existing stakeholder groups to improve the overall quality of service delivery to those with mental illness.
- Objective: Develop an annual report, include crime, workload, accomplishments and new programs.



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**Goal: Manage Personnel Staffing and Resource Allocation
to Provide Effective and Efficient Service Delivery**

- Objective: Conduct annual evaluation of division workload demands to determine appropriate staffing at the appropriate times.
- Objective: Evaluate Patrol work schedule.
- Objective: Evaluate the Watch Commander position and determine appropriate staffing rank.
- Objective: Establish a permanent professional PIO for the Office of Chief of Police.
- Objective: Develop an evaluation process for capital purchases.
 - The Planning Unit (when created) will develop an instrument for evaluating the need for, and worth of capital purchases.
- Objective: Develop a staffing and resource allocation template for each Division.



Population Trends, Workload and Personnel Assessment

The following is a Population and Housing Narrative Profile (2005-2007) for the City of Greensboro, North Carolina;

HOUSEHOLDS AND FAMILIES: From 2005-2007 there were 98,000 households in Greensboro city. The average household size was 2.3 people.

Families made up 56 percent of the households in Greensboro city. This figure includes both married-couple families (37 percent) and other families (20 percent). Nonfamily households made up 44 percent of all households in Greensboro city. Most of the nonfamily households were people living alone, but some were composed of people living in households in which no one was related to the householder.

NATIVITY AND LANGUAGE: Ten percent of the people living in Greensboro city from 2005-2007 were foreign born. Ninety percent were native, including 56 percent who were born in North Carolina.

Among people at least five years old living in Greensboro city from 2005-2007, 13 percent spoke a language other than English at home. Of those speaking a language other than English at home, 49 percent spoke Spanish and 51 percent spoke some other language; 51 percent reported that they did not speak English "very well."

GEOGRAPHIC MOBILITY: From 2005-2007, 78 percent of the people at least one year old living in Greensboro city were living in the same residence one year earlier; 12 percent had moved during the past year from another residence in the same county, 4 percent from another county in the same state, 4 percent from another state, and 1 percent from abroad.

EDUCATION: From 2005-2007, 85 percent of people 25 years and over had at least graduated from high school and 35 percent had a bachelor's degree or higher. Fifteen percent were dropouts; they were not enrolled in school and had not graduated from high school.

The total school enrollment in Greensboro city was 71,000 from 2005-2007. Nursery school and kindergarten enrollment was 7,700 and elementary or high school enrollment was 34,000 children. College or graduate school enrollment was 29,000.



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DISABILITY: In Greensboro city, among people at least five years old from 2005-2007, 13 percent reported a disability. The likelihood of having a disability varied by age - from 5 percent of people 5 to 15 years old, to 10 percent of people 16 to 64 years old, and to 37 percent of those 65 and older.

INDUSTRIES: From 2005-2007, for the employed population 16 years and older, the leading industries in Greensboro city were Educational services, and health care, and social assistance, 23 percent, and Manufacturing, 12 percent.

OCCUPATIONS AND TYPE OF EMPLOYER: Among the most common occupations were: Management, professional, and related occupations, 34 percent; Sales and office occupations, 28 percent; Service occupations, 16 percent; Production, transportation, and material moving occupations, 13 percent; and Construction, extraction, maintenance and repair occupations, 8 percent. Eighty-two percent of the people employed were Private wage and salary workers; 13 percent was Federal, state, or local government workers; and 5 percent was Self-employed in own not incorporated business workers.

TRAVEL TO WORK: Eighty-one percent of Greensboro city workers drove to work alone from 2005-2007, 10 percent carpooled, 2 percent took public transportation, and 4 percent used other means. The remaining 3 percent worked at home. Among those who commuted to work, it took them on average 20.2 minutes to get to work.

INCOME: The median income of households in Greensboro city was \$39,824. Eighty-three percent of the households received earnings and 15 percent received retirement income other than Social Security. Twenty-three percent of the households received Social Security. The average income from Social Security was \$14,342. These income sources are not mutually exclusive; that is, some households received income from more than one source.

POVERTY AND PARTICIPATION IN GOVERNMENT PROGRAMS: From 2005-2007, 19 percent of people were in poverty. Twenty-five percent of related children under 18 were below the poverty level, compared with 9 percent of people 65 years old and over. Fourteen percent of all families and 35 percent of families with a female householder and no husband present had incomes below the poverty level.

POPULATION OF Greensboro city: From 2005-2007, Greensboro city had a total population of 237,000 - 126,000 (53 percent) females and 111,000 (47 percent) males. The median age was 33.8 years. Twenty-three percent of the population was under 18 years and 12 percent was 65 years and older.

For people reporting one race alone, 53 percent were White; 40 percent were Black or African American; 1 percent was American Indian and Alaska Native; 3 percent was Asian; less than 0.5 percent was Native Hawaiian and Other Pacific Islander, and 4 percent was Some other race. Two percent reported Two or more races. Six percent of the



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people in Greensboro city were Hispanic. Forty-nine percent of the people in Greensboro city were White non-Hispanic. People of Hispanic origin may be of any race.

HOUSING CHARACTERISTICS: From 2005-2007, Greensboro city had a total of 111,000 housing units, 11 percent of which were vacant. Of the total housing units, 61 percent were in single-unit structures, 37 percent were in multi-unit structures, and 2 percent were mobile homes. Twenty-eight percent of the housing units were built since 1990.

OCCUPIED HOUSING UNIT CHARACTERISTICS: From 2005-2007, Greensboro city had 98,000 occupied housing units - 52,000 (53 percent) owner occupied and 46,000 (47 percent) renter occupied. Eleven percent of the households did not have telephone service and 8 percent of the households did not have access to a car, truck, or van for private use. Thirty-four percent had two vehicles and another 15 percent had three or more.

HOUSING COSTS: The median monthly housing costs for mortgaged owners was \$1,222, nonmortgaged owners \$380, and renters \$705. Thirty-three percent of owners with mortgages, 13 percent of owners without mortgages, and 50 percent of renters in Greensboro city spent 30 percent or more of household income on housing.

Data Set: 2005-2007 American Community Survey 3-Year Estimates
Survey: American Community Survey

Source: U.S. Census Bureau, 2005-2007 American Community Survey

The U.S. Census Bureau's Population Estimates Program produces the [official population estimates for the nation, states, counties and places, and the official estimates of housing units for states and counties](#). The population and housing characteristics included above are derived from the American Community Survey.

Between 2000 (last census) and 2005, the population of the City of Greensboro is estimated to have grown from 223,891 to 238,440 people. According to the Greensboro Planning Department estimates, Greensboro's population has increased every year in the study's time frame from 1992 to 2005. In 2000, the population gained over 15,000 persons (7.2 percent), based on the 1999 estimate. Greensboro's population growth over the years was the result of natural increase, in-migration, increased college enrollment, and annexation. Annexation accounts for much of the growth, 36.2 percent during the period of 2000- 2003.

The new 2008 Greensboro population estimate is 258,671. This is a milestone for the City of Greensboro, as it has surpassed a quarter of a million residents for the first time in history (*July 24, 2008*). The continued trend for the foreseeable future is for annexation to account for the majority of population growth.

A comprehensive review of annexations conducted in 2008 was previously received and assessed. The review detailed the 2008 annexations and revealed that additional police



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personnel needed to support these annexations was seventy-nine (79) patrol officers, seven (7) detectives and ten (10) non-sworn personnel.

In the fiscal 2008-2009 budget we received forty-seven (47) officers, two (2) detectives and five (5) non-sworn personnel. The positions that were received were only part of the requested manpower that is still needed to maintain the current level of service to the citizens of Greensboro.

A request for a service enhancement has been issued for the remaining police personnel in order to be able to 1) eliminate the vacancies in patrol, 2) increase the ability of patrol to address problem locations by adding to their current manpower, and most importantly 3) to be able to seat two recruit classes in the fiscal 2009-2010 budget year.

Currently the department carries nineteen (19) vacancies with a recruit class to be seated in March of 2009. Once this class is seated we expect between twelve to fifteen (12-15) vacancies within the department. We expect the loss of two (2) sworn employees a month to attrition leaving us with a total of thirty-four to thirty-nine (34-39) projected vacancies in the fiscal year 2009-2010. A recruit class can seat forty (40) and this would leave us only being able to seat one class in 2009-2010.

In anticipation of future annexation, planning has been initiated to forecast workload and personnel assessments through 2010. Seating only one recruit class in 2009-2010 would again place the Police Department behind in being able to serve the citizens of Greensboro. A request for a service enhancement asking for the manpower not received in the 2008 annexation has been forwarded. This request includes thirty-two (32) police officers, five (5) detectives and five (5) non-sworn personnel, for a total of thirty-seven (37) sworn and five (5) non-sworn personnel.

The following factors were considered in the preparation of this report:

- One Full Time Equivalent (FTE) Police Officer equals 2,080 hours.
- Including the Shift Relief Factor one FTE equals 1,725.5 service hours.
- The current level of police service requires a patrol officer to dedicate 69.84% of total work time to Calls for Service (CFS).
- The ratio of patrol officers to investigators is 3.37 to 1.
- Each investigator requires one administrative type vehicle.
- Every three patrol officers require one police package equipped vehicle.
- The ratio of patrol officers to non-sworn support is 8 to 1.

Based on the aforementioned information, a total of 99 (99.34) Full Time Equivalent (FTE) police officers is the anticipated number needed to provide an acceptable level of



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service. To support the 99 (99.34) FTE's, 8 (8.28) detectives and 12 (12.42) non-sworn support personnel will also be required. The methodology used in allocating these positions is based on one (1) detective for every three (3) officers and one (1) non-sworn support personnel for every eight (8) officers. In the areas that did not justify adding one (1) new FTE, no new position was allocated. The above listed FTE's are the minimum that will be needed to maintain the level of service we currently provide.

With regard to nativity and language, the Greensboro Police Department, in partnership with the Department of Justice (DOJ) and City of Greensboro, is committed in its efforts to continue to take reasonable steps to provide meaningful access to Limited English Proficient (LEP) individuals. This continued effort is based upon standards applied through recipient guidance taking the following factors, among others, into consideration: (1) the number or proportion of LEP persons in the eligible service population; (2) the frequency with which LEP individuals come into contact with the program; (3) the importance of the service provided by the program; and (4) the resources available to the recipient.

Anticipated Capital Improvements and Equipment Needs

Police Satellite Facility: Promote manpower needs site selection and planning in pursuit of a strategic location for construction of a satellite facility for a fifth patrol division as proposed in the Fifth Division Feasibility Study of 2008. Due to the growth of the city in population and geographic area, several new police facilities are needed, particularly in the northeast region of the city where no facilities currently exist. A new facility in this area would allow the department to move needed services closer to the residents who live in this area of the city. This project is being considered by the department but is not being actively developed at this time. For an estimate of costs, please refer to the Fifth Division Feasibility Study.

Police Firing Range: The Greensboro Police Department is currently phasing out the use of its Police Firing Range located on Air Harbor Road due to the many complaints generated by the noise levels produced at this location. The Police Department and other city departments have researched possible locations that would allow this type of activity and also be acceptable to the surrounding community. The facility would consist of three types of ranges that would provide adequate space to fire both handguns and rifles/shotguns and allow for specialized instruction all at the same time. The facility would also provide classroom/instructor areas, gun cleaning areas, secured areas to store



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equipment and parking areas. Details of this project can be found in the City of Greensboro's Police Capital Improvements Program 2009-2015.

Police Take-home Vehicles: Pursue the expansion of police take-home vehicles to patrol officers as recommended (with options) in the 2009 Police Take-home Vehicle Study.

Special Teams Vehicle Storage Facility: The Special Operations Division, as well as various special teams in the police department, has vehicles and trailers that are both costly to purchase and contain expensive equipment. Though much of this equipment has a life span of up to twenty-five (25) years, this life span can be significantly reduced if stored outside in the elements. A vehicle storage facility is needed to properly store and maintain these vehicles and equipment in a manner necessary to maximize their useful life. The other revenue used to fund this project would come from drug excise tax money received by the department and the possible use of two-thirds bonds. Details of this project can be found in the City of Greensboro's Police Capital Improvements Program 2009-2015.

Mobile Video Camera System: Expand mobile video camera capability to all patrol vehicles.

Fingerprint Identification System: Seek procurement of a Mobile Rapid-ID fingerprint identification system to enhance fingerprint matching and positive identification of individuals in the field.

Renovation of Police Service Center #1 (Second Floor): The second floor of the Cone Building (Police Service Center #1) may become accessible for additional Police use. If so, funding is required to upgrade and fit the structure to accommodate functional use. Details of this project can be found in the City of Greensboro's Police Capital Improvements Program 2009-2015.

Driving Facility: The department has traditionally used the Highway Patrol's driving facility in Raleigh for its training. Due to the growing training needs of the department and restraints due to limited availability at the Raleigh facility, the department is seeking a facility of its own. There are no cost estimates available for this project at this time.

STATEMENT OF COMMITMENT



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The steps outlined in the previous pages are not intended to be the final answer on any issue. To use any document in this way detracts from our accountability as leaders and managers to assess a situation and make immediate corrections if necessary. However, when our long-term plans veer from this course it will be with good cause and the rationale for doing so will be documented.

The true utility of this document is as a reference point and as a living journal to chronicle our progress as we move steadily and progressively forward.

This plan is intended to be flexible and fluid by design, subject to frequent review and revision as necessary under the authority and direction of the chief of police.

Timothy R. Bellamy,
Chief of Police